

# Implicit Bias Awareness and Cultural Competency



## Chapter 2: Identifying Implicit Bias

### 1 . Chapter Overview

It is well known that people do not always ‘speak their minds,’ and it is suspected that people do not always ‘know their minds.’ Understanding such divergences between unconscious and conscious thought is important to scientific psychology. Implicit biases are considered unconscious and involuntary attitudes which lie below the surface of consciousness. Some people seem to be aware that implicit bias has influence on their behavior and cognitive processes. Psychology researchers have been using procedures for 40 years, especially to investigate and discuss unconscious attitudes, stereotypes, and prejudices, and to measure automatic responses of prejudice, stereotypes in gender, age, religion, ethnic or racial bias, etc. Today, commercial applications such as consumer research or political preferences are being addressed and employed in order to predict consumer and voter behavior.

Over the past decade, many organizations have implemented implicit bias training, hoping to improve their formal diversity and inclusion (D&I) programs. Generally, the training, focuses on making people aware of their prejudices, such as racism. The idea is that this will enable people to eliminate them, or at least keep them in check. Many corporate executives think that implicit bias training might be the way to eradicate prejudice and discrimination from the workplace. However, is there evidence that this training actually works?

### 2 . Chapter Overview (cont.)

Although most of us like to think we are offering unbiased and fair service, we may not even admit to ourselves some of the prejudices we have internalized. Implicit bias tests offer a way to understand attitudes and beliefs that you may not even realize you have. For example, you may believe that women and men should receive equal pay, but your automatic associations could show that you associate men with higher salaries. By understanding some of these underlying biases you have, you can work to adjust your behaviors in working with clients to ensure that you are treating everyone equally.

Discovering and overcoming implicit biases is a critical step in individuals improving personal growth and other areas of their lives, such as having a successful real estate career. This chapter looks at ways to overcome implicit bias. (1) being aware of a bias and understanding past patterns, (2) diversifying the individuals around you, and (3) seeking change, and making different decisions.

### Learning Objectives

After completing this chapter, you should be able to:

- Describe the types of implicit bias tests.
- Explain the effectiveness of implicit bias training.
- Explain why implicit bias training is big business.
- Provide strategies to improve diversity and inclusion in brokerages.

### 3 . Implicit Bias Awareness

The first step in preventing implicit bias is to realize that a bias exists. So, you should analyze your decision-making history to see why you chose one thing over another, and how that might relate to a bias. Knowing that you have a bias will allow you to overcome that bias through training or practice. Identifying a bias can be done by analyzing past decisions or taking specific tests that demonstrate how and why you think a certain way. Being able to self-critique is an important step in preventing implicit bias. But sometimes the ability to think objectively and to see the entire picture outside of one's biases is a difficult process.

Since implicit biases are unconscious, how can the degree to which someone is biased be measured? There are several implicit bias tests in the market, such as the Implicit Association test (IAT), Extrinsic Affective Simon Task (EAST), Semantic Priming Test, Visual Priming Test, or the Go/No-Go Association Task (GNAT). However, Implicit Association Tests and Priming Tests are the most commonly used by both academics and businesses.

An advantage of these tests is that they can be taken online. The online test of quick responses to a series of words and pictures measures response time to the computer images as a proxy for implicit bias. The participant does not have to go to a specific location or wear any sensors. The only requirements are a connection to the internet, a device (computer, tablet, or smartphone), and approximately 10 minutes of concentration to accomplish the task. A disadvantage of these tests is that is easy to fake responses.

### 4 . Implicit Association Tests (IAT)

In 1995, two social psychology researchers, Anthony Greenwald and Mahzarin Banaji stated the idea that if memories that are not accessible to awareness can influence our actions, associations can also influence our attitudes and behavior. The IAT was introduced in the scientific literature in 1998 by Anthony Greenwald, Debbie McGhee, and Jordan Schwartz. The IAT is now widely used in social psychology research and, to some extent, in clinical, unconscious, and developmental psychology research. More recently, the IAT has been used as an assessment in implicit bias trainings, which aim to reduce the implicit bias and discriminatory behavior of participants.

The **implicit association test** (IAT) is an online assessment intended to detect subconscious associations between mental concepts in memory. The implicit-association test (IAT) claims to predict prejudice an individual has toward different social groups. The IAT tries to do this by capturing the differences in the time it takes participant to choose between two unassociated but related topics.

The IAT is provided online. The participant has to classify a series of words and images into their corresponding group (stimuli group). Stimuli are divided into categories (i.e., Us vs. Them), and into attributes (i.e., Good vs. Bad).The categories are the two targets that are

being compared. The categories and attributes are paired and mixed up and the participants go through the pairings several times. The IAT requires participants to rapidly pair the groups with either positive or negative attributes. Participants are instructed to click one of two computer keys to categorize stimuli into associated categories. The idea is that participants will classify things they relate in in a quicker response time. An implicit association is said to exist when respondents take longer to respond to a category-inconsistent pairing than a category-consistent pairing.

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## 5 . Implicit Association Tests (IAT) (cont.)

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Although IATs primarily focuses on gender and race stereotypes, other topics, such as age, weight, and profession are tested. IATs indicate that implicit stereotypes reflect explicit stereotypes about adolescents. The results from these tests claim that adolescents are more likely to be associated with words like trendy and defiant than adults. IATs also show occupational implicit stereotypes in which people perceive preschool teachers as both warm and incompetent, while lawyers are judged as both cold and competent.

**Project Implicit** is a program run by the University of Washington, University of Virginia, Harvard University, and Yale University. They make several implicit association tests available to the public for free in order to gather data on the implicit bias about discriminatory behavior, stereotypes, prejudices in races and ethnicity, religion, gender, sexual orientation, etc. Anyone can take an IAT on the Project Implicit website. The results provide a personal IAT scores along with possible interpretations that have a basis in research done by those universities.

Take some time now to take one of the IATs at the Project Implicit website. There are over a dozen to choose from. You might just be surprised at what you find out about yourself.

<https://implicit.harvard.edu/implicit/takeatest.html>

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## 6 . Priming Tests

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**Priming Tests**, also known as Associative Priming Tests, are a type of implicit bias tests, designed to measure the strength of the association between two stimuli (targets) and some particular attributes (primes). The targets are the two categories we want to compare (for example, two brands), and the primes are the attributes we want to test to know how associated are to each of the targets. There are different types of priming tests depending on the type of prime used. Therefore, in the Semantic Priming Tests, the prime is a word; and in the Visual Priming Tests, the prime is an image. The priming effect is shown when the exposure to a particular stimulus affects subsequent reactions, with or without intention. For example, the participant is primed with the word or image of bread, then shown words or images that are likely associated (or not) with bread (i.e., butter, jam, toast, cat).

Psychologists utilize semantic priming to reveal implicit associations between stereotypic-consistent words. For instance, participants may be asked to indicate whether pronouns are male or female. These pronouns are either preceded by professions that are predominantly female ("secretary, nurse"), or male ("mechanic, doctor"). Reaction times reveal strength of association between professions and gender

Within Priming Tests, participants are asked to react as quickly and accurately as possible to the target by classifying it into its correct category above. A prime (word or image) is flashed briefly on the screen just before the target. The participant is told to ignore the words and to continue to focus on correctly discriminating between the two categories. If the target is more associated with the prime, the participant will react faster. Again, the stronger the association, the quicker the answer.

## 7 . Go/No-Go Association Task (GNAT)

The Go/No-Go Association Task (GNAT) is similar to the implicit-association test. The GNAT reveals associations within one concept (for example, whether male is associated more strongly with weak or strong). Whereas the IAT shows associations of two pairs of terms (e.g., male-female and weak-strong).

In the GNAT, participants are presented with word pairs and distractors. Participants are instructed to indicate "go" if the words are target pairs, or "no-go" if they are not. This method relies on signal detection theory; participants' accuracy rates reveal endorsement of the implicit stereotype.

## 8 . Effectiveness of Implicit Bias Training

As you might have guessed, measuring, and combating biases people don't know they have can be challenging. So, the first step in any such program is to show participants just how biased they truly are. Generally, this means taking a type of implicit association test. Predictably, many people are jaded about the effectiveness of implicit bias training. Why embrace a tool that shows people what they already know – that everyone has deep seated implicit biases. Could it be argued that racial and ethnic bias aren't the result of implicit bias but are just old-fashioned conscious prejudice?

Helping people understand their implicit biases is helpful, in theory, but do the testing programs produce actual behavioral change. While acclaimed and highly influential, implicit bias testing falls short of a strong scientific consensus. Critics of the implicit-association test cite studies that counterintuitively link biased test scores with less discriminatory behavior. Studies have also asserted that the implicit-association test fails to measure unconscious thought.

Contrary to what implicit bias training programs claim, people usually are aware of their biases, attitudes, and beliefs, particularly when they concern stereotypes and prejudices because these biases are an integral part of their social identity.

Civil Rights activist Maya Angelou knew this when she wrote, “When someone shows you who they are, why don't you believe them?”

## 9 . Most People are Aware of their Biases

People are not just conscious of their biases but often are proud of them. We have been socialized by our parents, family, and friends, so what we believe, and our identity and self-concept become our core values. That is why biased attitudes tend to be explicit rather than implicit. However, having explicit biases does not mean people will act on those biases at work. In fact, most agents and brokers who hold biases, including a racist or sexist bias, do not engage in discriminatory behaviors when working.

So, what is the benefit of taking an IAT if are already aware of your biases? Well, on the one hand, the IAT may confirm a bias that you knew or suspected that you had. OR . . . it *could* reveal something to you of which you were not aware, permitting you to re-evaluate your perspective on that issue and modify your views if warranted by the evidence.

Suppose you see yourself as open-minded (non-racist and nonsexist), but the test determines that you have a bias on an issue. What would you do? You might discount the results of the test, or maybe reexamine your biases. Surprisingly, dozens of studies regarding the IAT for Race, show that 50% of Black participants come up as racially biased against Blacks.

What if you worked for a company that relied on the erroneous results of an IAT and labeled you as having a racist bias when you actually did not? This could create some ethical concerns for the company because the IAT is ***not based on irrefutable science***.

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## 10 . Studies on the Effectiveness and Reliability of IATs

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The Implicit Association Test (IAT), sequential priming, and other implicit bias tests are mechanisms for determining how susceptible we are to stereotypes. They are widely used in social psychology, however, there's mixed evidence that implicit bias training as a means to improve diversity, equity, and inclusion in the workplace doesn't work.

Many researchers question the interpretation of the scores from tests such as the IAT. For example, researchers from the University of Wisconsin at Madison, Harvard, and the University of Virginia examined 426 studies over 20 years involving 72,063 participants that used the IAT and other similar tests. They concluded two things:

- The correlation between implicit bias and discriminatory behavior appears weaker than previously thought.
- There is little evidence that changes in implicit bias correlate with changes in a person's behavior.

Numerous studies and meta-analyses support this conclusion. For example, a 2013 meta-analysis of papers by Hart Blanton, et al. declared that, despite its frequent statement that the IAT uncovers implicit biases, "the IAT provides little insight into who will discriminate against whom and provides no more insight than explicit measures of bias."

In fact, based on the evidence presented by their peer researchers led Greenwald and Banaji to concede in correspondence that:

- The IAT does not predict biased behavior.
- It is "problematic to use [the IAT] to classify persons as likely to engage in discrimination".

## 11 . Studies on the Effectiveness and Reliability of IATs (cont.)

In a 2017 article published by McKinsey & Company, by Iris Bohnet, a public policy professor at Harvard Kennedy School, could not find “a single study that found that diversity training in fact leads to more diversity”.

Reasons why implicit bias training does not improve diversity, equity, and inclusion in the workplace:

- People’s attitudes and behaviors do not change with short-term educational interventions.
- Implicit bias training can actually reinforce harmful stereotypes.
- Check-box diversity programs (like implicit bias training) lead to complacency because companies believe they have met their diversity and inclusion training requirements were met.
- Employees may sleepwalk their way through a training session that seems like just an item on a checklist to boost a company’s image.
- Employees respond negatively when they feel they are being punished for behaviors they aren’t doing.
- Training sessions may become eye-roll-inducing obligations.
- Effectiveness of any training focused on changing peoples’ biases, attitudes, or beliefs, needs a before-and-after comparison.

## 12 . Influence of Short-Term Implicit Training

There are no clear-cut criteria, outcomes, or undisputed bulletproof benchmarks to determine whether racism and other forms of prejudice and discrimination have been mitigated substantially by training. It's hard to change people's beliefs about race or gender, especially when they don't want to. It is foolhardy to think that taking an IAT or completing a few hours of diversity training will make a permanent change. An analysis made in 2020 by Scientific American of 260 studies concluded:

“Someone who is prejudiced against African Americans before taking diversity training may experience a positive shift in attitudes and become less prejudiced. Yet, their attitudes may shift back closer to what they were pretraining in response to media accounts of riots and unrest. The positive effects of diversity training rarely last beyond a day or two, and a number of studies suggest that it can activate bias or spark a backlash.”

Although implicit bias training is well-intended, a significant body of research suggests that it has limited effects on changing beliefs in the long term or improving representation of minority groups in the workplace. Sometimes, the training can backfire because employees feel it is a waste of time. The training is merely provided to show that everybody in the organization attends an e-learning module or quick training session, which shows that the organization is not biased or discriminatory.

However, if implicit bias training is designed solely to kick-start awareness raising, then it can do some good. In fact, awareness raising is the most common achievement.

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### **13 . Implicit Bias Training is Big Business**

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Fighting bias is big business. Even though there is no provable scientific basis for the effectiveness of implicit bias training, there is still a political and economic drive for implicit bias tests. The diversity trainers can profit off institutions that want to show they have a diversity and inclusion (D&I) program, which helps them to avoid litigation.

Although it has been around and used by Fortune 500 companies for several years, the idea of “implicit bias” together with other forms of diversity training has become a multimillion-dollar consulting industry. Part of the surge in implicit bias training is fueled by the recent protests and riots. Major companies promised to hire, retain, and promote people of color to have a diverse and inclusive workforce. One of the strategies for improvement was to include implicit bias training for employees. By exposing these biases to light, the hope is that, with proper training, people can learn to recognize and correct this damaging form of bias.

Facing backlash in 2019 over a sweater that looked like blackface, Gucci followed a predictable course. They had company officials apologize for using demeaning imagery from the past; hired an African American diversity czar and vowed to create multicultural scholarships and a more diverse workforce. Prada did the same in 2018 after it had unveiled a line of figurines that also resembled blackface.

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### **14 . Expansion of the Diversity Training Business**

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This is not just a problem of the fashion industry. Many companies and institutions try to ward off controversy over embarrassing statements or the fact that they don't have diverse workplaces by launching high-profile initiatives or enlisting a person of color for a prominent post.

MIT professor Thomas Kochan noted that companies were spending an estimated \$8 billion a year in 2003 on diversity efforts. However, with the emergence of movements like #MeToo and Black Lives Matter, the diversity training industry has expanded. For example, a survey of 234 S&P 500 companies completed in 2019 showed that 63% of the diversity professionals had been appointed or promoted to their roles during the previous three years. Additionally, the online job site, Indeed, reported that postings for diversity and inclusion professionals had risen 35%.

In October 2021, Global Industry Analysts Inc., (GIA) released a market report titled "Diversity and Inclusion (D&I) - Global Market Trajectory & Analytics". The report projects that global spending on diversity and inclusion training will reach \$15.4 billion by 2026.

Diversity and inclusion training has become a lucrative industry and shows few signs of slowing down. Companies and educational institutions are hiring well-paid diversity consultants and czars, offering online testing and courses, and hosting seminars and conferences. Most companies reference diversity and inclusion somewhere on their websites.

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## 15 . Compelled Speech vs. Free Speech

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The First Amendment deals not just with the right to speak. It also prevents the government from compelling you to voice opinions with which you do not agree. Most people say they respect free speech and will stand up for the free speech rights of people they agree with, but they won't do it for the rights of people they disagree with. Mean or hateful words that may be true or a matter of opinion even if they offend someone are generally protected by the First Amendment.

Universities have historically maintained broad academic freedoms for its faculty and students that allow for robust dissent on campuses. However, some universities have adopted policies that take a narrower view of what is acceptable speech. In order to promote diversity and cultural understanding on college campuses, many universities and colleges are requiring mandatory diversity training. In fact, some schools require students to complete the course before they can participate in the school year.

You might think, "So what? We have to take mandatory continuing education to retain our licenses so we can continue to practice real estate." But what if you had to answer all the questions exactly the way the state wanted you whether you agreed with the question or not? This is considered "compelled speech" and it is happening at many campuses throughout the country.

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## 16 . Example, Compelled Speech vs. Free Speech

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For example, the University of Oklahoma (OU) instituted mandatory diversity training for students and faculty in 2020. According to the OU website, the program addresses power, privilege, and identity as "one element of OU's efforts to promote systemic change." In the announcement, President Joseph Harroz Jr. said, "We simply cannot reach our full potential unless we become a true place of belonging where every member of the OU family feels seen, heard, and valued." This sounds positive. The problem with the OU training is that it actually is indoctrination...not diversity training and clearly violates First Amendment rights. Each training module was restarted until participants selected the "right" answer, forcing an expression of agreement with university-approved viewpoints in order to complete the mandatory training and continue in school.

A student brought this training program to the attention of the Foundation for Individual Rights in Education (FIRE). Obviously, the mandatory diversity training is well-intentioned, but the actual online program was flawed because it required students and faculty to affirm that their personal views align with those of the university, without providing avenues for expressing dissenting viewpoints.

The university can prove that it requires students and faculty to complete online diversity training, but it can't actually measure the results of the training. In fact, since every person taking the training must select the "correct" answer, it merely measures that the participants overtly complied with the training. This could cause more damage and exacerbate the very issues it is trying to solve.

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## 17 . Diversity and Inclusion Index (D&I) Index

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In September 2016, Thomson Reuters launched its Diversity and Inclusion Index (D&I) Index. The D&I Index ranks the top 100 publicly traded companies globally with the most diverse and inclusive workplaces. Thomson Reuters supports the index ratings environmental, social, and governance (ESG) data, designed to transparently and objectively measure the relative performance of over 5,000 companies and provide clients with differentiated insight. Index scores are calculated for each company for the Diversity, Inclusion, People Development and News Controversy pillars. The Index is then calculated by weighing each metric based on importance in the market and how each company compares with its peers. Only companies with scores across all four pillars are assigned an overall score (the average of the pillar scores). Then the top 100 ranked companies with the best overall scores are selected for the Index.

Debra Walton, Chief Product & Content Officer, Financial & Risk, Thomson Reuters said, "Diversity is becoming a performance issue, a growth engine. Our research shows that companies that make investments and focus on environmental, social, and governance (ESG) data can have a stronger stock performance and better long-term profitability. Investors are looking beyond just financial data and ESG data."

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## 18 . Diversity in the Workplace is Not Improving

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Although businesses targeting bias and diversity are flourishing, diversity itself, is not. According to the 2020 U.S. Census, Blacks or African-Americans make up approximately 12.4% of the U.S. population, but still remain underrepresented in most influential fields.

Columbia University president Lee Bollinger says in recent years, “diversity has been touted as a feel-good exercise that includes everything from gender to sexual orientation to body size. But while we should be concerned about discrimination against any group, the term has become such a catchall that we’ve lost focus on the original intent of antidiscrimination efforts. What’s more, many Whites now claim they are being disenfranchised as others are afforded undue advantage. A 2017 NPR poll found that 55% of white Americans believe that white people are discriminated against.

Although the worsening racial climate appears to fuel growth in the diversity industry, a number of studies suggest that bias and diversity training initiatives can actually make matters worse by triggering racial resentment. For example, an engineer at Google was fired for writing a memo deriding the company’s diversity efforts. He went on to file a class action claiming Google discriminates against conservative white men. The lawsuit ultimately moved to arbitration and was resolved.

Civil rights attorney, Cyrus Mehri, says “Everybody is quick to do implicit-bias training but not interventions.” For diversity to become a reality in the nation’s workplaces, companies and institutions need to do more than recycle costly and ineffectual initiatives. Companies need to analyze metrics related to hiring, pay, promotions and bonuses along racial and gender lines to detect and disrupt patterns of bias.

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## **19 . Example, Diversity in the NFL**

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Cyrus Mehri worked with the late civil rights lawyer Johnnie Cochran to devise the NFL’s 2003 Rooney Rule, which requires teams to interview candidates of color for head coaching and senior operation vacancies. In 2003 there were three African-American head coaches. Between 2003 and 2020 several non-white head coaches were hired, although many lost their jobs after a few seasons. As of 2022, the NFL has five minority head coaches. That doesn’t show much progress since 2003.

An article in the February 9, 2022, edition of the New York Times was discussing the failure of the Rooney Rule to create diversity among the NFL’s leadership. It reported that the NFL has five head coaches of color in the 32-team league. What should be done about the lack of diversity among the NFL’s leadership? The NFL has acknowledged repeatedly that there are not enough coaches and team executives of color even as nearly 70% of players are Black. As of Feb. 9, after a new round of firing and hiring, the league has only five head coaches of color and no Black team owners.

Since the article is discussing hiring diversity, an interesting observation might be, “Why are 70% of the players in the NFL Black when according to data from the 2020 U.S. Census, Blacks made up only 14.2% of the total population? Where is the representation of Hispanic/Latino or Asian players in the NFL who account for 18% and 5.6% of the population respectively?”

## **20 . Diversity Training Programs Protect Against Lawsuits**

Companies espouse the ideals of bias and diversity training and spend thousands of dollars. In fact, Google reportedly spent \$114 million on its diversity program in 2014, however its 2019 diversity report showed that Blacks made up just 3.3% of the workforce and held 2.1% of tech and 2.6% of leadership roles. Why would a company spend so much to achieve so little?

Lauren B. Edelman, a professor of law and sociology at the University of California, Berkeley, found that courts tend to check that companies have diversity programs in place, but not that the programs are effective. Essentially, a company has to have diversity programs. It doesn't have to work—it just has to exist. The fact that the company has an HR department and programs to foster diversity may protect it against lawsuits for bias and illegal discrimination.

## **21 . Achieving Diversity and Inclusion**

There is bias at the level of society and every culture. We know that individuals have biases, but they need to contain them to avoid serious and shameful antisocial or counterproductive work behaviors, such as racism. Achieving actual behavioral change takes time and commitment. A company that wants diversity and inclusion should rely on more than just bias training to achieve its goal. For tangible change, companies need to be willing to invest in that longer-term process rather than the short fix of a single training session. A 30- or 60-minute training session cannot begin to compete with a lifetime of cultural socialization. A perfunctory session also sends a message to employees that a company is not taking bias seriously.

Darren Walker, president of the Ford Foundation, says, “True progress requires incumbent leaders and managers to change their behavior and practices. It means that institutions have to change incentive structures and to fundamentally interrogate their own behavior. It's not just a conservative problem, as many purportedly progressive fields, like fashion and entertainment, also lack diversity. In the end, racial diversity will not be ushered in by pledges, slogans, or diversity czars. It will be achieved only all people accept our shared humanity.”

## **22 . What Brokers Can Do**

Brokers can change practices that hold back minority groups and improve their bottom line at the same time. Remember, the most important requirement is the real estate license. Instead of recruiting agents who are similar to the broker, i.e., have the same ethnic culture, belong to the same clubs, have the same interests, are in the same age group, they should attract agents that represent various parts of the community.

Since so many transactions result from the agent's circle of influence, it makes sense to have agents who are diverse. Often older agents may excel in retirement communities because

they may belong to the same clubs and share similar interests. People from diverse cultures may be more comfortable working with an agent of the same race or speaks the client's language. Even if the broker's business is coming from the same geographic area, it will be coming from different layers and segments of the area. Who can say "No" to more business?

Some brokers prefer new licenses (newbies) in order to train them in the ways of the brokerage. Mentoring is particularly for important newbies. Other brokers prefer seasoned professionals and may offer a larger commission split. Depending on the area, knowing a second language could be important.

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## 23 . What Brokers Can Do (cont.)

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Whether the associate licensees are newbies or seasoned professionals, brokers should have a company policy manual that sets out policies and procedures for the brokerage company as well as the fair housing laws they are required to follow. Even if associate licensees have implicit biases (which they will), knowing what is expected of them professionally, will help them avoid explicit biases and actual illegal discrimination. When brokers don't supervise the real estate activities of their affiliated licensees, they also can be held liable for those licensees' actions.

### Strategies to Counter Bias and Improve Diversity

- Be honest with yourself. It's okay to have biases – we all do. It doesn't make you any less of a person. What's important is that you control them and actively look for ways to expand and revise your views. Be open to change.
- Think about each person as an individual. Don't stereotype a person based on a group; judge each person based on his or her own merit instead.
- Change your outlook. Everyone should aim to assess others more positively – to give credit where it's due and not magnify shortcomings.
- Improve everyone's awareness of equality and diversity. Brokers can offer training courses that teach agents the benefits of a multicultural workplace. It helps them recognize any biases they hold that go against building an equal, diverse team.

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## 24 . Summary

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This concludes Chapter 2. Below is a brief summary which you can review before taking your quiz.

All humans have implicit biases that are ingrained in our heads since the day we are born. They are a result of our upbringing, experiences, and relationships. Implicit biases may have helped us navigate our way through the world, but they can be a hindrance to our own growth. Taking steps to notice and minimize your implicit biases is a healthy step in personal growth that will positively impact a variety of areas of your life.

The first step in preventing implicit bias is to realize that a bias exists. There are several implicit bias tests in the market, such as the Implicit Association test (IAT), Extrinsic Affective Simon Task (EAST), Semantic Priming Test, Visual Priming Test, or the Go/No-Go Association Task (GNAT).

Helping people understand their implicit biases is helpful, in theory, but do the testing programs produce actual behavioral change? While acclaimed and highly influential, implicit bias testing falls short of a strong scientific consensus.

Most people may not be aware of their implicit biases, but they are of their explicit biases. That is why prejudiced attitudes tend to be explicit rather than implicit. Most agents and brokers who hold prejudiced beliefs, including racist and sexist views, do not engage in discriminatory behaviors when working.

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## 25 . Summary (cont.)

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There are no clear-cut criteria, outcomes, or undisputed bulletproof benchmarks to determine whether racism and other forms of prejudice and discrimination have been significantly mitigated by training.

Achieving actual behavioral change takes time and commitment. A company that wants diversity and inclusion should rely on more than just bias training to achieve its goal. For tangible change, companies need to be willing to invest in that longer-term process rather than the short fix of a single training session. A 30- or 60-minute training session cannot begin to compete with a lifetime of cultural socialization. A perfunctory session also sends a message to employees that a company is not taking bias seriously.

### Key Terms

**Implicit association test (IAT).** Online assessment intended to detect subconscious associations between mental concepts in memory.

**Priming Tests.** Type of implicit bias tests, designed to measure the strength of the association between two stimuli (targets) and some particular attributes (primes).

**Project Implicit.** Program run by the University of Washington, University of Virginia, Harvard University, and Yale University. They make several implicit association tests available to the public for free.

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Next up, a quiz. Good luck!

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## 26 . Chapter 2 Quiz

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